| Georgia Technology Authority | **Georgia Technology Authority** | |
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| **POC for Changes:** | Enterprise Governance and Planning | |
| **Synopsis:** | The Performance Lifecycle Framework for investments in information technology. | |

## PURPOSE

The purpose of the Enterprise Performance Lifecycle framework is to ensure that all investments in information technology are evaluated at specific points in their lifecycle to ensure that the investments meet the business performance needs and expectations of the agencies and the enterprise.

## SCOPE and AUTHORITY

See Information Technology Policies, Standards and Guidelines (policy).

## STANDARD

The Enterprise Performance Lifecycle (EPLC) framework consists of up to ten (10) lifecycle stages, as follows:

1. Concept - Identify the high level business, functional and operational requirements required to develop the business product and the overall benefits of the proposed investment. The outcome of the Concept Stage is either:
   a. The approval of Agency Stakeholders of the initial project benefits, scope, schedule and performance rough order of magnitude cost estimate, or
   b. The rejection by Agency Stakeholders of the project and a decision to not pursue continued investment.
2. Initiation - Identify the business need, rough order of magnitude cost and schedule, and basic business and technical risks.  The outcome of the Initiation Stage is the decision to invest in a full business case analysis and preliminary project management plan.
3. Planning - Complete development of the full Project Management Plan and refinement of project cost, schedule and performance baselines as necessary. The outcome of the Planning Stage is complete and adequate project planning and sufficient requirements determination to validate the planning and project baselines.
4. Requirements Analysis - The objectives of the Requirements Analysis Stage are to prepare complete investment requirements and to procure necessary resources, as follows:
   a. Develop the detailed, full set of investment requirements and the Requirements Traceability Matrix (RTM).  When the target operational environment for the planned investment involves either a change to an existing operational environment or acquisition of a new environment, the

proposed operational environment shall be detailed and coordinated with the appropriate staff in the agency's service development/management roles and in the enterprise Service Management Organization. The operational environment requirements shall be integrated with the business requirements to create the full set of requirements that must be satisfied through the planned investment.

   b. Procure necessary resources and award contracts as needed. The outcome of the Requirements Analysis Stage is award of required contracts and approval of the requirements.

5. Design - Develop the Design Document. The outcome of the Design Stage is completion of Business Product design and successful completion of Preliminary and Detailed Design Reviews.

6. Development - Develop code and other deliverables required to build the Business Product. The outcome of the Development Stage is completion of all coding and associated documentation; user, operator and maintenance documentation, and test planning.

7. Test - Conduct thorough testing and audit of the business product's design, coding and documentation. The outcome of the Test Stage is completed acceptance testing and readiness for training and implementation.

8. Transition - Conduct user and operator training, determine readiness to implement, and execute the Implementation Plan, including any phased implementation. The outcome of the Transition Stage is successful establishment of full production capability and completion of the Post-Implementation Review.

9. Operations - Operate and maintain the production system and conduct annual operational analyses. The outcome of the Operations and Maintenance Stage is successful operation of the asset against current cost, schedule and performance benchmarks.

10. Disposition - Retire the asset when operational analysis indicates that it is no longer cost-effective to operate the asset. The outcome of the Disposition Stage is the deliberate and systematic decommissioning of the Business Product with appropriate consideration of data archiving and security, migration of data or functionality to new assets, and incorporation of lessons learned over the investment lifecycle.

## REFERENCES

1. Enterprise Program Management Office (EPMO) Methodology, "Project Manager's Project Guide - Helping the PM and the Project Succeed", (*http://gta.georgia.gov/00/channel_title/0,2094,1070969_63101296,00.html*)

2. "A Guide to the Project Management Body of Knowledge (PMBOK Guide)" Dennis Bolles and Steve Fahrenkrog. 2004. Third Edition. Newtown Square, PA., Project Management Institute. (ISBN: 1-930699-45-X), (*http://www.pmi.org*)

3. "Performance Lifecycle Management", published and maintained by GTA's Enterprise Project Management Office

4. " Stage Gate Reviews" Template, published and maintained by GTA's Enterprise Project Management Office


## RELATED ENTERPRISE POLICIES, STANDARDS AND GUIDELINES

1. System Development Lifecycle, standard (SM-10-005)
2. Enterprise Performance Management, standard (SM-10-007)
3. Enterprise Lifecycle Stage Gate (SM-10-008)
4. Project Management Glossary (GM-08-104)
5. Enterprise Operational Environment (SO-10-103)

**DEFINITION**

Service Development/Management Role - This term is intended to encompass the responsible staff performing an agency's IT functions, whether provided though full time employees or agency contractors, or provided by GTA contracted service providers.

**IMPLEMENTATION NOTE**

While it may appear that an SDLC and the Enterprise Performance Lifecycle Framework (EPLC) are incompatible, in practice they can work together quite well. An SDLC typically covers only project development tasks which are primarily incorporated in the EPLC stages 3 through 7.  The scope of the EPLC is for the entire life of an investment, from concept through sunset or retirement.  When defining their agency's SDLC's and when planning specific projects, the agency should ensure that the steps of the SDLC and stages of the EPLC are in coordination, especially when a specific project warrants an abbreviated project plan due to lack of complexity and risk.